

LEON COUNTY STRATEGIC PLAN: 2017-2021

IMPACT & PROGRESS REPORT



5 YEARS of BOLD PROJECTS, BIG RESULTS,
and STRIVING TO BE THE BEST

LEON COUNTY BOARD OF COUNTY COMMISSIONERS



(From left) District 2 Commissioner Jimbo Jackson, At-Large Commissioner Carolyn D. Cummings, District 4 Commissioner Brian Welch, District 1 Commissioner Bill Proctor (Chairman), At-Large Commissioner Nick Maddox (Vice Chairman), District 5 Commissioner Kristin Dozier, District 3 Commissioner Rick Minor

VISION

A community that is safe, healthy and vibrant.

MISSION

To efficiently provide public services which serve and strengthen our community.

OUR VALUE PROPOSITION

WHAT YOU GET AS A TAXPAYER AND A STAKEHOLDER IN OUR COMMUNITY

Leon County Government leverages partnerships, embraces efficiency and innovation, and demands performance to the benefit of our taxpayers. We actively engage our citizens, not only as taxpayers, but as stakeholders and co-creators of our community – providing meaningful opportunities to capitalize on their talents in making important decisions and shaping our community for future generations.

MESSAGE FROM THE COUNTY ADMINISTRATOR



VINCENT S. LONG,
County Administrator

On behalf of the Board of County Commissioners and the dedicated men and women of Leon County Government, I'm proud to present the 5-Year Impact and Progress Report on the implementation of the FY 2017-2021 Leon County Strategic Plan. The report highlights how the County stayed focused on long-term plans to produce results and deliver on our ambitious vision and bold goals for the organization and our community. And we did so by engaging citizens like never before and remaining agile and innovative in the face of unprecedented challenges such as the COVID-19 pandemic, a human tragedy of historic proportions.

We answered these challenges head on while continuing to achieve significant successes in the areas of Economy, Environment, Quality of Life, and Governance. During the pandemic the County provided tens of millions of dollars in direct assistance to residents, businesses and nonprofits, led efforts to vaccinate our most vulnerable, and ensured healthcare capacity during surges. You can read all about the County's COVID-19 response and recovery efforts on pages 12-13. In addition, over the past five years we completed major infrastructure projects, launched bold policy initiatives, enhanced efficiencies, fostered innovation and employment opportunities, and improved service delivery to our citizens.

In the pages ahead, you will also read about our five-year targets that kept us focused on tangible results and our bold goals that ensured we stretched ourselves to expand possibilities and exceed expectations. While Leon County has responded with agility, the unprecedented economic impacts and the global recession unsurprisingly made it impossible to achieve some of these goals we set for ourselves five years ago. Necessary restrictions on travel and gatherings impacted the local tourism economy and local unemployment rates.

However, even and perhaps especially in these challenging times, the County has remained focused on the advancement of the County's strategic priorities. These priority areas were supported by 104 specific strategic initiatives, and I'm proud to report that in a five-year period, 100 (96%) of our strategic initiatives were completed, with only four (4%) still in progress.

And to ensure this continued success in the face of unknown challenges ahead, we must continue to engage citizens as co-creators of this special community we share. We cannot do this alone. Please consider giving your time to volunteer, serve on a committee, or simply learn more about what the County has to offer at www.LeonCountyFL.gov/GetEngaged.

WHAT'S INSIDE

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▷ TAKING ON BOLD PROJECTS

IN JUST FIVE YEARS, THE STRATEGIC PLAN LED TO BOLD, GAME-CHANGING PROJECTS, INCLUDING:



- ✔ **Landed Amazon** to bring more than **1,000 full-time jobs** and leading to **\$100 million a year in local economic impact**
- ✔ **Completed \$130 million widening of Capital Circle Northwest** to include six lanes of traffic, a multi-use trail, sidewalks, and stormwater improvements
- ✔ Created the nation's premiere cross country facility at Apalachee Regional Park and **hosted the 2022 NCAA championships**
- ✔ Co-created two microloan lending programs, totaling **\$4 million, to support local entrepreneurs**
- ✔ **Distributed \$19.2 million in critical assistance to 930 small businesses**, with nearly half the funds going to MWSBEs



▷ 22 TOTAL INITIATIVES, 22 COMPLETE, 0 IN PROGRESS ▷ 100% ACCOMPLISHED



▷ 2017-2021 PROGRESS ACHIEVED

BOLD GOAL

Grow the Five-Year Tourism Economy to \$5 Billion*

▷ **90% GOAL ATTAINED** - \$4.5 Billion

5-YEAR TARGETS

Connect 5,000 Students and Citizens to Middle Skilled Job Opportunities

▷ **107% TARGET ATTAINED** - 5,354 Students & Citizens

Host 100,000 Residents and Visitors as Part of the Amphitheater County Concert Series*

▷ **58% TARGET ATTAINED** - 57,887 Concert Attendees

Co-Create 500 Entrepreneur Ventures and 11,000 New Jobs, including 400 High-Wage Jobs in High Tech Clusters*

▷ **82% TARGET ATTAINED** - 412 entr. ventures

▷ **43% TARGET ATTAINED** - 4,680 new jobs

▷ **106% TARGET ATTAINED** - 422 high-wage jobs in high tech clusters

Attract 80 State, Regional, or National Championships across All Sports

▷ **110% TARGET ATTAINED** - 88 championships

**Due to unprecedented COVID-19 impacts, progress towards some goals and targets slowed.*



▷ STRIVING TO BE THE BEST



Tallahassee/Leon County one of the South's best cities and a Top College Town



Awarded Excellence in Economic Development for data analysis, sharing, and business support



Hosted NCAA National Cross Country Championships, first time ever held in Florida

ENVIRONMENT

▷ TAKING ON BOLD PROJECTS

IN JUST FIVE YEARS, THE STRATEGIC PLAN LED TO BOLD, GAME-CHANGING PROJECTS, INCLUDING:



- ✔ **Developed the County's Integrated Sustainability Action Plan** with 91 action items to promote sustainability
- ✔ **Launched both a residential and commercial Property Assessed Clean Energy (PACE) program** to finance energy effective projects at homes and businesses
- ✔ **Adopted a countywide fertilizer ordinance** to protect water quality and limit pollution
- ✔ Continued progress on the long-term project to **close the landfill and protect our environment** while increasing offerings at the Apalachee Regional Park
- ✔ **Launched the nationally recognized Leon County Water website** and installed public information kiosks at all County boat ramps to educate and inform

▷ 23 TOTAL INITIATIVES, 21 COMPLETE, 2 IN PROGRESS ▷ 91% ACCOMPLISHED



▷ 2017-2021 PROGRESS ACHIEVED

BOLD GOAL

Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone

▷ **122% GOAL ATTAINED** - 610 Septic Tanks Complete or In Progress

5-YEAR TARGETS

Plant 15,000 Trees Including 1,000 in Canopy Roads

▷ **109% TARGET ATTAINED** - 16,126 Trees with 1,226 in Canopy Roads

75% Community Recycling Rate

▷ **84% TARGET ATTAINED** - 63% Recycling Rate in 2020

Construct 30 Miles of Sidewalks, Greenways and Trails

▷ **105% TARGET ATTAINED** - 31.6 Miles

Ensure 100% of New County Building Construction, Renovation and Repair Utilize Sustainable Design

▷ **100% TARGET ATTAINED** - Building Sustainability Policy Adopted December 2021



▷ STRIVING TO BE THE BEST



National designation recognizing County's commitment to addressing solar energy barriers



Awarded Best Project honors for Meridian Road improvements to alleviate area flooding and stormwater



TREE CITY USA

Recognized for the 15th consecutive year as a Tree City USA

QUALITY OF LIFE

▷ TAKING ON BOLD PROJECTS

IN JUST FIVE YEARS, THE STRATEGIC PLAN LED TO BOLD, GAME-CHANGING PROJECTS, INCLUDING:



✔ **Protected lives and livelihoods during the COVID-19 pandemic by distributing more than \$130 million in federal aid**, 1.7 million pieces of PPE to frontline healthcare workers, increasing testing capacity, supporting vaccine rollouts, and sharing critical health updates

✔ **Expanded Community Human Services Partnership (CHSP) funding in areas of high poverty (including 32304 zip code)**, providing access to basic healthcare, mental health support, and other essential services

✔ **Opened or expanded 13 parks for all to enjoy**, including dog parks, trails, and the County's first dedicated park for children of all abilities

✔ **Established the County's first Community Land Trust** to increase affordable housing inventory

✔ **Improved traffic safety** through the launch of new neighborhood street and rural road repair programs



▷ 30 TOTAL INITIATIVES, 28 COMPLETE, 2 IN PROGRESS ▷ 93% ACCOMPLISHED



▷ 2017-2021 PROGRESS ACHIEVED

BOLD GOAL

Secure More Than \$100 Million in Veteran Affairs Benefits for Veterans & their Families

▷ **118% GOAL ATTAINED** - \$118 Million in Veteran Affairs Benefits

5-YEAR TARGETS

Construct 100 Fire Hydrants

▷ **102% TARGET ATTAINED** - 102 Hydrants

Train 8,500 Citizens in CPR/AEDs

▷ **87% TARGET ATTAINED** - 7,396 Citizens Trained

Open 1,000 New Acres of Park Land to the Public

▷ **106% TARGET ATTAINED** - 1,063 Acres Complete or In Progress

Double the Number of Downloadable Books at the Library

▷ **164% TARGET ATTAINED** - 22,178 New Downloadable Books



▷ STRIVING TO BE THE BEST



Leon County EMS named Service of the Year for outstanding service, safety, and community engagement



Recognized with Trailblazer Award for the preservation of African-American History and Culture all throughout project development



Received statewide recognition as top local government distributor of coronavirus housing relief funds

▷ TAKING ON BOLD PROJECTS

IN JUST FIVE YEARS, THE STRATEGIC PLAN LED TO BOLD, GAME-CHANGING PROJECTS, INCLUDING:



- ✔ **Coordinated communitywide efforts to respond to and recover from the COVID-19 pandemic** with the longest and most extensive activation of the County's Emergency Operations Center, lasting two years and counting
- ✔ With a commitment to resiliency, **implemented 145 specific recommendations following hurricanes Irma and Michael** to be even better prepared for the next disaster
- ✔ **Continued to host Created Equal**, an innovative partnership with The Village Square **to discuss racial inequity and other issues**
- ✔ With a focus on sound fiscal stewardship, **achieved an updated AA+ bond rating and avoided nearly \$40 million of costs** through employee innovation and listening to citizen input
- ✔ **Implemented a \$14/hour living wage** for all County employees

▷ 29 TOTAL INITIATIVES, 29 COMPLETE, 0 IN PROGRESS ▷ 100% ACCOMPLISHED



▷ 2017-2021 PROGRESS ACHIEVED

BOLD GOAL

Implement 500 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation

▷ **104% GOAL ATTAINED** - 520 Implemented

5-YEAR TARGETS

Reduce By At Least 30% the Average Time It Takes to Approve a Single Family Building Permit

▷ **100% TARGET ATTAINED** - 30% Reduction (3 Days Faster)

Achieve 90% Employee Participation in the County's "My Rewards" Well Being Program

▷ **100% TARGET ATTAINED** - 90% participation

Reduce By 60% the Outstanding Debt of the County

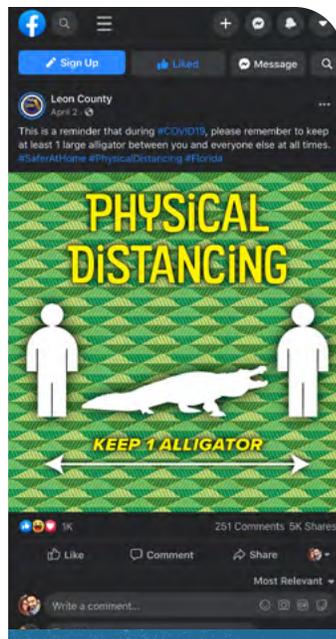
▷ **123% TARGET ATTAINED** - 73.7% Debt Reduction

100% of Employees Are Trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace

▷ **100% TARGET ATTAINED** - 100% County Employees Trained



▷ STRIVING TO BE THE BEST



Received 85 awards since 2013 for cost-effective, high-quality services and programs, with special Best in Category distinction for Created Equal, 9/11 Day of Service and DesignWorks



Named the nation's first #HurricaneStrong community, recognizing County's commitment to exceptional disaster response, resilience, and learning



Recognized for nationally shared COVID-19 gator graphic, educating the public on social distancing

CARING FOR LIVES AND LIVELIHOODS



LEON CARES

Through the Leon CARES program, Leon County Government successfully leveraged over \$138 million in federal funding in 2020-21 to address the community's greatest needs resulting from the COVID-19 pandemic. The following statistics summarize the positive impacts of the Leon CARES program throughout the community.

DIRECT ASSISTANCE TO HOUSEHOLDS, BUSINESSES, AND COMMUNITY PARTNERS



8,000+ individuals and families assisted with past due rent, mortgage, and utilities | \$28.5 million awarded



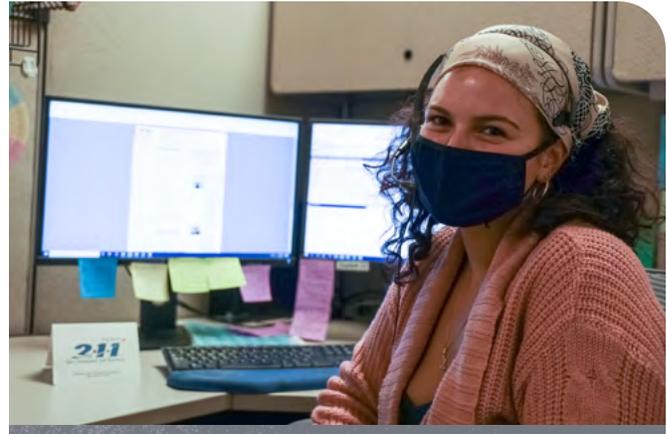
930+ local businesses assisted with expenses or losses due to COVID-19; 6,600+ local jobs retained/created | \$19.2 Million awarded



120 community human service agencies assisted to continue providing vital services | \$6.6 million awarded



180+ local nonprofit organizations assisted with expenses or losses due to COVID-19; 152 grants awarded | \$4.4 million awarded



SUPPORT TO VULNERABLE POPULATIONS AND THE HUNGRY



4.1M meals distributed or soon-to-be distributed to food insecure \$4.7 million



\$6.2M dedicated to improving four homeless shelters and addressing homelessness and housing instability due to COVID-19



400 children of essential workers received no-cost childcare \$980,000 allocated



\$295K allocated to support access to mental health resources and two new positions at 2-1-1 Big Bend, resulting in over 1,200 referrals to service providers



LEON CARES AND PANDEMIC RESPONSE

EXPANDING AND STRENGTHENING PUBLIC HEALTH OPERATIONS



Leon County EMS responded to 17,000+ COVID-19 calls



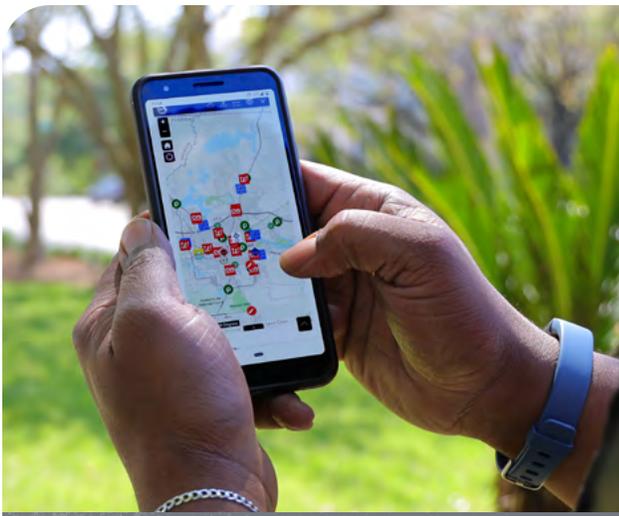
\$6.7 million allocated to strengthen public health operations related to COVID-19, including the hiring of 93 additional public health personnel



Increased community-wide testing with 55+ additional mobile events serving 4,300 residents



The Board approved more than \$1 million to execute the largest public information campaign in County history to inform and educate the community on public health information and vaccines; all told, 31+ million times seen, read or heard



STRATEGIC INITIATIVES



STRATEGIC INITIATIVES are action items that align with and advance the County’s Strategic Priorities to serve and strengthen the community. The following table summarizes Leon County’s progress toward the Strategic Initiatives across each Strategic Priority category (Economy, Environment, Quality of Life, or Governance). As shown below, the County has completed almost all of the current Strategic Initiatives. A total of 100 (96%) of the Strategic Initiatives have been completed, with the remaining 4 (4%) in progress.

	Complete	In Progress	Total	% Complete
ECONOMY	22	0	22	100
ENVIRONMENT	21	2	23	91
QUALITY OF LIFE	28	2	30	93
GOVERNANCE	29	0	29	100
Total	100	4	104	96%

YEAR TO DATE AS OF JANUARY 1, 2022

GOALS AND TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	% ATTAINED
ECONOMY	Grow the five-year tourism economy to \$5 billion	90% (\$4.5 Billion)*	» Attract 80 state, regional, or national championships across all sports	110% (88 Championships)
			» Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage job	82% (412 Entrepreneur Ventures); 43% (4,680 New Jobs); 106% (422 High-Wage Jobs)*
			» Connect 5,000 students and citizens to middle skilled job opportunities	107% (5,354 Students and Citizens)
			» Host 100,000 residents and visitors as part of the Amphitheater County Concert Series	58% (57,887 Concert Attendees)*
ENVIRONMENT	Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone	122% 610 Septic Tanks Complete or In Progress	» Plant 15,000 trees including 1,000 in canopy roads	109% (16,126 Trees with 1,226 in Canopy Roads)
			» Ensure 100% of new County building construction, renovation and repair utilize sustainable design	100% (Building Sustainability Policy Adopted December 2021)
			» 75% community recycling rate	84% (63% Recycling Rate in 2020)
			» Construct 30 miles of sidewalks, greenways and trails	105% (31.6 Miles)
QUALITY OF LIFE	Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families	118% (\$118 Million)	» Double the number of downloadable books at the library	164% (22,178 New Books)
			» Construct 100 fire hydrants	102% (102 Fire Hydrants)
			» Train 8,500 citizens in CPR/AEDs	87% (7,396 Citizens)*
			» Open 1,000 new acres of park land to the public	106% (1,063 new acres opened or in progress)
GOVERNANCE	Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation	104% (520 Citizen Ideas)	» Reduce by at least 30% the average time it takes to approve a single family building permit	100% (30% Reduction: 3 days faster)
			» Achieve 90% employee participation in the County's "My Rewards" Well Being Program	100% (90% Participation)
			» Reduce by 60% the outstanding debt of the County	123% (73.7% Debt Reduction)
			» 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace	100% (100% of Employees Trained)

*Due to unprecedented COVID-19 impacts, progress towards some goals and targets slowed.



Leon County needs your help in
shaping our next five years together.



To volunteer at the County or in a local nonprofit, call (850) 606-1970 or visit
VolunteerLEON.org

To serve on a Citizen Committee, call (850) 606-5300 or visit
LeonCountyFL.gov/Committees

To provide feedback or make a service request, call (850) 606-5300 or visit
LeonCountyFL.gov/CitizensConnect

